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PER 5-17

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1 May 1968

MEMORANDUM FOR: DDI Special Advisor

SUBJECT: Employee Turnover

REFERENCE: Your memorandum dated 8 April 1968, same subject

In response to the referenced memorandum, the following is submitted:

- a. The Office of the Director of Basic and Geographic Intelligence, including the respective Division Chiefs, are completely informed of the reasons why employees leave this Office. Further OBDGI internal exit interviews are conducted and reasons for departure are fully explored at such time a resignation or transfer request is submitted.
- b. Whenever there is an exceptional problem, there has been feedback to OBDGI from the central personnel exit interviews. In some cases, this merely strengthens our information -- seldom is there additional explanation of cause for leaving. However, information obtained from the internal Office exit interviews has reinforced our views regarding some job assignments and enabled supervisors to recruit individuals best suited for the positions by virtue of education, experience, and personality. Feedback from this source has had some influence on the type of people recruited for the Office. Two points are relevant to the process involved. First, the Office has experienced a particular problem with some new employees from the West Coast. Often in the past, the permanent move to the East has proven to be "too far from home", especially for the wife. Second, the Agency's policy of training new employees at a low key during the first year has proven sound. It permits the Office to evaluate the new employees' stability and desire to make a career with us. Thus, the subsequent investment in training assures a higher return.
- c. There is considerable concern to this Office when an employee resigns or transfers. Those lost to the Agency are of more concern if the employee in question had high potential for future development. Such cases might suggest disenchantment and with the costs involved in recruiting new personnel, such situations are expensive. Personnel who leave in order to better

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themselves are not always a loss, particularly transferees to other components. OEGI encourages good employees who want a change to seek opportunities elsewhere in the Agency, although it may hurt the Office. The investment in the employee should not be written off unless the person has proven to be of marginal value or less.

d. Most OEGI professionals are engaged in a specialized field with unique functions and movement in and out would be costly. Nevertheless, some rotation of personnel -- perhaps to parts of OEN, OSR, ONE, and DDP -- would freshen their perspectives, bring something new and pertinent to the host office, as well as give new incentives and improve morale. OEGI has encouraged some lateral assignments over the years which have benefited both the Office and the individual. More could be done along this line in the future, but an exact percentage would vary from time to time. A program of this type would require very careful review of the individuals selected to participate in it.

e. The Branch Chief, Division Chief, Administrative Staff, DD/BGI, and the Director of this Office conduct exit interviews with each departing employee, and a final fitness report is prepared. The reasons for departures are discussed at some length during these interviews. If appropriate, the Office attempts to encourage high-potential employees to remain within OEGI, or at least in the Agency. Findings to date have been neither particularly enlightening nor has a meaningful pattern become evident that would pinpoint problem areas. When a situation develops in OEGI, the Division Chief is informed and corrective measures are taken immediately. Hopefully, individual supervisors become better personnel selectors and managers through this process.

f. Arrangements for occupational deferments for those with critical skills who are essential to the Agency's mission would aid this Office in meeting some of its problems of tenure.

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Director
Basic and Geographic Intelligence

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